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GOVERNMENT DOCUMENTS

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UNITED WAY OF BURLINGTON, HAMILTON-WENTWORTH

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1993/1994 BOARD OF DIRECTORS

PRESIDENT Jessica Brennan, Canadian Red Cross Society

OFFICERS

TREASURER Kendra Coats, Ross & McBride

SECRETARY Wayne Marston, Hamilton & District Labour Council

EXECUTIVE MEMBERS

Heather Gavin, O.P.S.E.U.

Michael Meyer, Catholic Family Services of Hamilton-Wentworth

BOARD MEMBERS

Tom Atterton, C.E.P., Local 42 -- Hamilton & District Labour Council

Birgitt Bolton*, Wesley Urban Ministries Inc.

Councillor Robert Brechin, City of Burlington

Mr. Doug Brown, Canadian Imperial Bank of Commerce

Dr. Luke Chan*, McMaster University

Dennis Clark, C.A.W., Local 525

Roger Couldrey*, Bank of Montreal

Debbie Dickinson**, U.S.W.A., Local 14902

Michael Fenn, City of Burlington

Richard Francescutti*, Westinghouse Canada Inc.

Dr. Peter George, Council of Ontario Universities

Mayor Robert Hodgon*, City of Stoney Creek

Sylvia Kajiura, St. Eugene School

Judy Mintz, Dundas Community Services

Councillor John Prentice, Regional Municipality of Hamilton-Wentworth

Ines Rios, Immigrant Settlement Services

Dr. Fran Scott, Hamilton-Wentworth Department of Public Health

Bob Sutton, U.S.W.A., Local 1005

Suanne Thuman**, Westbury Canadian Life

Alderman David Wilson, City of Hamilton

BOARD CONSULTANTS

David Mothersill*, Dofasco Inc.

Michael Pennock, Social Planning & Research Council of Hamilton & District

* Resigned during term

** Appointed during term

MESSAGE FROM THE PRESIDENT AND THE EXECUTIVE DIRECTOR CHANGE NOT FOR CHANGE'S SAKE



*Jessica Brennan
President*



*Jody Orr
Executive Director*

The United Way of Burlington, Hamilton-Wentworth has spent considerable time and energy talking about change over the last few years, and in the last year, the pace of change has accelerated at a phenomenal rate. Our yearly report to the community and to donors provides an ideal opportunity to remind us all that change is not a process entered into lightly, and that it is a process based on a clear vision: creating better communities for us all in which can live.

This vision represents a major shift from a United Way which raises dollars on behalf of a group of agencies to a United Way owned by the entire community which works with that community to access and allocate resources in a way which will have the most effective impact.

This change in vision requires equally major changes in how our work is done if it is to become real.

At the level of the Board of Directors, it means taking seriously the fact that the Board provides the major link to the "ownership" of the organization - the community. It means developing a Board which is representative of that community, which intentionally seeks out ways to communicate with that community, and which will, on the basis of what it knows from the community, make tough decisions about what the impact of the organization's work should be. The old style Board with which we worked for 65 years did not permit this to occur, and for this reason, we have shifted how the Board governs the organization and are working hard to ensure that it is representative of all sectors of the communities in which we work, work which will take continuing effort to complete.

At the operational level, the vision has required a long hard look at our own effectiveness in involving the whole community. In Campaign, it has meant critically regarding the challenges inherent in extending an opportunity to participate to everyone in the community. In Allocations, it has meant a commitment to assessing whether or not the way we spend donor dollars delivers against the vision. Additional programmes, such as Leadership Development Services and Gifts in Kind, are assessed no longer as "add ons", but are evaluated on the basis that they should be critical pieces in delivering against the vision.

Overriding everything is the commitment to organizational values of openness, respect, collaboration and quality. These values demand an attention to customer service which challenges us in everything we do.

The results of these commitments over the last year have meant enormous change, and support and criticism both internally and externally. And all of this has been occurring in a social and economic environment that itself is changing at breakneck speed.

A continued decline in Campaign revenue and the necessity to assess the impact of our allocations system has made us more open to criticism than we might otherwise be. But it is precisely these factors, with a myriad of others, which have required that change be both deep and effective.

We are convinced that the changes which began in 1990/91, which continued over 1991 and 1992 and which have accelerated over 1993/94 have positioned us to ensure that the vision becomes real. It has never been easy, although it has been exhilarating, and it may still take some time.

Throughout the process, however, and particularly over the last year, the commitment, dedication and energy of volunteers and staff both have been outstanding.

The Board of Directors, staff and volunteers have shown a level of dedication unparalleled in our experience. They have performed admirably in an environment where there were, at times, only questions and no answers.

To all those volunteers and staff, our heartfelt thanks, but even more, the heartfelt thanks of the community.

We believe that 1993/94 will, in the context of the long term, prove to have been a turning point for this organization and for the communities with which it works. The investments of time, energy, exhaustion, enthusiasm and frustration will pay handsome dividends in the future.

To all of you who have been part of this... take pride in sticking it out. The vision we share is inspiring. Nothing worthwhile was ever easily accomplished!

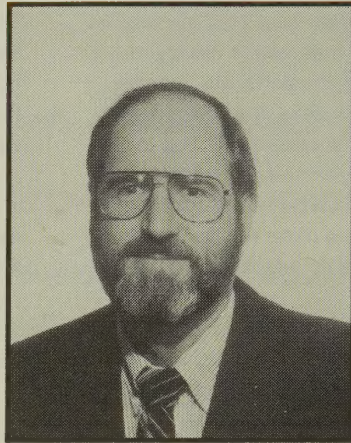
Best wishes,

Jessica Brennan
President

Jody Orr
Executive Director

REPORT OF THE 1993 CAMPAIGN CHAIR

I was recruited in the spring of 1993 to take on the volunteer leadership of the 1993 campaign. Knowing the time that this task would take, my wife Pam agreed that we would discuss the topic with our children. I explained what was being asked of me and prepared my family that it would take more of my time away from them. I needed their support of what I was prepared to take on. My daughter Megan quickly said "Dad, United Way does a lot of good things for people in our community, this is important" and her sister Morgan quickly agreed. The decision was easy with this kind of support.



*Allan Will
1993 Campaign Chair*

I was equally pleased that whenever I asked people to help me with the United Way they were eager to help. Mind you, some of them were too busy for 1993 but they are now working on the 1994 or 1995 campaigns.

In recommending a campaign goal for 1993 we really wrestled with how to set it. We knew that we were facing a \$200,000 problem from the very beginning due to the decline in the number of

employees in our employee base. In the end I recommended that we focus more on needs rather than goals when communicating with the public. I still believe the Needs Target is an important message to send out and feel that more time should have been spent on educating the community on our future perspective of needs. I am not disappointed in our efforts, in our plan, or in our staff and volunteers. I do regret that we were not able to achieve the level of the prior year's giving, because I know how important these funds are to our agencies and the vital services that they provide.

I would like to thank the staff, our campaign committee, the Loaned Representatives and their respective employers, our account executives, employee campaign co-ordinators and all of the donors.

1994 will bring challenges similar to 1993. I know that the United Way has done an excellent job in recruiting Terry Teeple and his team of volunteers to help the United Way achieve their goals.

THANKS 1993 CAMPAIGN ADVISORY COMMITTEE

Allan Will,
Big Brothers of Canada

Dennis Clark,
C.A.W., Local 525

Dr. William Pope,
St. Joseph's Hospital

John Wood,
United Way Staff

Roger Couldrey,
Bank of Montreal

Peter Tice,
Ross McBride

Doug Brown,
Canadian Imperial Bank of
Commerce

Marjorie Kraftcheck,
Royal LePage

Ralph Webbe,
Burlington Technologies Inc.

Nicholas Catalano,
Regional Municipality of Hamilton-
Wentworth

Cathy Peterson,
Mohawk College

1993 LEADERSHIP GIVERS

Leadership Givers continue to show their commitment to the United Way and the community. In the 1993 Campaign, just completed, Leadership Givers contributed a total of \$211,000. We thank the following people for their generosity.

1993 PATHFINDERS \$5,000 - \$9,999

Marjorie & Bill Nelson
Professor D.W. Taylor

1993 PATRONS \$2,500 - \$4,999

Thomas Atterton
Charles & Bettina Campbell
Bruce Garand

Richard W. Johnston
Bruce Lingen

John Whyte
F. Joyce Young

1993 LEADERS \$1,000 - \$2,499

Dr. Anita & Dr. Mo Ali
Mr. & Mrs. Spence A. Allan
Dr. Norman T.H. Allen
Mr. Douglas T. Baker
Dr. Ronald Bayne
D. Joan Berta
Mr. Robert Blane
Joan & John Bothwell
Ms. Jessica Margaret Brennan
Mrs. Laura E. Bridle
Lee & Carol Brooks
Robin Buckingham
Mr. John W. Buschhausen
Mr. Frank Butty
Dr. T.H. Cain
V.W. Cairns
Mr. John C. Callaghan
Ms. Glenna Carr
Dr. David T. Chapman
& Ms Eve M. Dowie
Mr. Bruce Clark
Hugh & Marjorie Clark
Marlies & Alan Clark
Carole Cleave
Dr. Stuart Connolly
& Dr. Elaine Gordon
Ruth & Roger Couldrey
Mr. Nelson R. Crockford
Mrs. Lynn Curtin Lange
Mr. A.L. (Sandy) Darling
Mrs. Jenifer Darling
Dr. J.S. Davine

Ms. Antonia S. DeYoe
Gail & Gary Donald
Mr. & Mrs. John Dunsford
Jamie M. Edwards
Mr. Chris Erskine
John F. & Patricia Evans
Dr. E. Franklin
Ms. Marie Gallacher
Dr. Peter & Gwen George
Ms. Linda L. German
Mr. Frank M. Gibson
Mr. Marvin E. Goldblatt
David & Judy Goodings
David & Gail Gow
George & Christine Guest
Bob & Pam Hall
Dr. Fred L. Hall
Ian & Taida Hambleton
Mr. John Harris
Mr. Chris Harwood
Mr. & Mrs. John S. Hedden
Art & Marg Heidebrecht
Dr. & Mrs. James K. Hicks
Mr. Charlie Hogg
Mr. John Holmes
Nancy & Brian Hurd
Mr. & Mrs. Robert Jarrett
Dr. Martin Johns
Mr. J.P. Johnson
Dr. Geraldine Kenney-Wallace
& Dr. Stephen Wallace
Mr. Michael Kitchen

Ms. Nora Klein
Mr. & Mrs. Thomas C. Kraft
Marjorie Kraftcheck
The Honourable Mr. Justice Lazier
Mr. J. Kenneth Le Clair
Dr. John Kenneth LeClair
Mr. David Lockhart
Dr. Helen Love-Jones Cole
John & Ellen Lynch
Mr. Kenneth Lyons
Dr. & Mrs. P.D.M. Macdonald
Milton & Arlene MacLean
Mr. L.J. Magee
Ron & Peggy Martin
Mr. Ellard J. McBane
Mr. & Mrs. Darryl McCall
Mrs. Ruth W. McCuaig
Cameron & Janet McKenzie
Mr. P. McManus
Mr. R.C. Miller
Dr. Henry Muggah
Mr. Alec Murray
Anne Newbigging
Mr. Rick & Mrs. Susan Ogilvie
Ms. Jody Orr
Mr. & Mrs. David G. Page
Dr. B. Larry Pedlar
Mr. & Mrs. Robert Pelton
D.A.R. Pepper
Mr. & Mrs. S. Pepper
Mr. Joseph
& Mrs. Catherine Peterson

Dr. William Pope/
Dr. Elizabeth Tippet-Pope
Mr. Derek Price
Mr. Murray Proctor
Mr. L.M. Rayworth
Mr. Glenn Riddell
Miss Phyllis Robinson
Mr. & Mrs. Keith Rodgers
Nancy K. Rundle
Mr. Ralph J. Sazio
Fran Scott
Dr. George K. Scott
Mr. Eric A. Seidel
Mr. & Mrs. Clare Short
Mr. George A.C. Simpson
Donald & Susan Smith
Ms. Faye A. Smith
Ray L. Smith
Mrs. Helen F. Spencer
Dr. & Mrs. D.W.L. Sprung
Miss Margaret M. Sullivan
Glen & Debra Swire
Ms. Vincenza Travale
Mickey & Nancy Turner
Dr. G. Vallee
Dr. W.C. Vaughan
Mel & Pat Webber
Doug & Debbie Welland
Mr. & Mrs. John P. Whyte
Allan & Pamela Will
Mr. R.G. Wilson

While every attempt has been made to ensure accuracy, some Leadership Donors who contributed through payroll deduction may not have been identified. Please advise us of any changes so that we may recognize you as a Leadership Donor properly next year. Our regret if we have unknowingly omitted you.

THANK YOU

1993 LOANED REPRESENTATIVES



1993 Loaned Representatives

Don Bertoncini, Retired,
Mohawk College

Don Brennagh, Retired,
Mohawk College

Elizabeth J. Browne,
Ministry of Health

Roy Cooper, Retired,
Halton Board of Education

Mary Cordeiro,
Revenue Canada-Taxation

Sonia Kavouras

Mary Krasileczuk,
Hamilton Public Library

Frank Mason, Wabco

Susan McClelland,
Royal Bank of Canada

Jim Michalik, Bell Canada

George Nichols, Retired,
Dofasco Inc.

Dean O'Callaghan

April Preston, Revenue
Canada Excise/GST

Bob Rooks,
City of Burlington

Susan Scott

Mike Shaw, Environment
Canada, Inland Water
Ontario Region

Clare Short, Canadian
Imperial Bank of Commerce

Tama Stainton

Dennis Verestiuk,
Dofasco Inc.

Ann G. Whyman,
Canadian Red Cross Society

Lyn Wiemelink,
Westinghouse Canada Inc.

Barrie Williams,
The Hamilton Spectator

Don Williams,
Canada Post Corporation

Candace Wingfield

John (Chic) Zawislak,
Procter & Gamble Inc.

In addition, the following
companies provided
sponsorship dollars toward
the costs of the program.

Ball Packaging
Products Canada Inc.

McMaster University

Paul Revere Life
Insurance Company

THANK YOU 1993 VOLUNTEERS

Bryan Adamczyk
Sandy Alyman
Rick Bashista
James Bellaire
Miki Beldman
Steven Berk
Norma Berti
Carmen Bian
Birgitt Bolton
Diana Borowski
Jeff Bradshaw
Pat Brady
Denise Brooks
Carolyn E. Brown
Pearl Butler
Phil Chabot
Luke Chan
Gail Chapman
Joan Charlesworth
Jonathan Clifford
Karen Daniels
Kathy Della-Nebia
Tami Demmans
Mary DiBattista
Sue DiBattista

Suzanne Didtrek
John Driscoll
Fred Dunbrack
Sheelah Dunn Dooley
Kim Flegg
Sharon Floyd-Oliver
Richard Francescutti
Bill Fuller
Thomas J. Gallagher
Steven Garland
Rachel Gauvin
Gwen George
Josie Giglione
Agnes Gizard
Liz Golka
Malcolm Graham
Norman Hall
Alison Hedden-Jensen
Lorraine Hogan
Betsy Hudy
Don Jaffray
Heather James
Lorne Kenyon
George Koblyk
Margaret Kowalsk

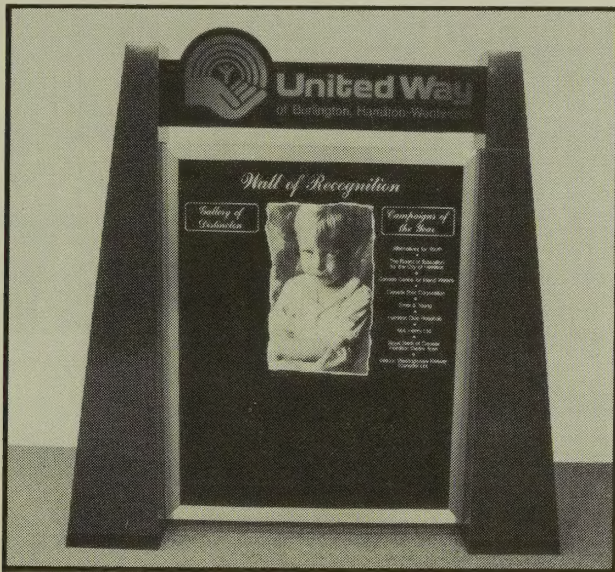
Paul Lamb
Cindy Lapp
Jay Lefebvre
Ann Leist
Gregg Letwin
Frank Lewis
Paul MacDiarmid
Barbara MacKinnon
Bruce Maddox
Deborah Marinoff
Bob Matteson
Cheryl McCall
Beatrice McDonough
Kelly Meyn
Gina Monaco
Wendy Moore
Rob Morrison
Brian Muir
Jane Mulkewich
Sharie Mulkewich
Joanne Murphy
Natalie Muryn
Evelyn Myrie
Geneva Neal
Sue Ogilvie

Victoria O'Neill
Neil Paton
Catherine Peterson
Rose Pinchero
Mary Porco
Carol Racher
Mae Radford
Catherine Rato
Ray Richardson
Nancy Robin-
Romanenko
Kathleen Rowe
Reverend Wendy Roy
Jill Rumble
Lesley Russell
Theresa Sarabura
Diane Scott
Anne Sellers
Kim Shaler
Janice Shoveler
Diane Silinski
Vincent A. Skinner
Ron Slavik
Geoffrey Small

Karen Smith
Kathy Smith
Liana Sommer
Urmaz Soomet
Linda Spooner
Roxanna Spruyt-
Rocks
John Starcevic
Vicky Stasiuk
Rollie Steed
Kathleen Stevens
Gail Stewart-Mores
Pat Sutton
Jim Sykes
Suanne Thuman
Margaret Tiverton
Sindi Vidovic
Gordon Vignault
Liz Weaver
Roberta Weiss
Sarah Wood
Judy Worsley
Lorna Zarembo
Brenda Zwolak

1993 AWARD WINNERS

The United Way of Burlington, Hamilton-Wentworth has always recognized the importance of donor recognition. In 1993 United Way introduced three new recognition awards presented at the 1993 Campaign Rally -- Employee Campaign Co-ordinator of the Year, Campaigns of Excellence and a Campaign of the Year.



WALL OF DISTINCTION

Campaigns of Excellence

In addition to excellent volunteer leadership, this award was presented to campaigns that demonstrated special achievement in originality of campaign, creation of special support materials, increased financial support, increased participation, special events, involvement in Management, and support of labour. Congratulations to:

- Alternatives for Youth
- The Board of Education for the City of Hamilton
- Canada Centre for Inland Waters
- Canada Post Corporation
- Ernst & Young
- Hamilton Civic Hospitals
- M.A. Henry Ltd.
- Royal Bank of Canada Burlington and area
- Wabco Westinghouse Railway Regional (Canada) Ltd.

Campaign of the Year

This award was presented to a campaign that has excelled on every level -- dollar increases, participation, enthusiasm, commitment of volunteers, education of their employees about United Way, and innovative fund raising.

CANADA POST CORPORATION

- Canada Post Corporation and Employees; Members of Public Service Alliance of Canada; Canadian Union of Postal Workers; Association of Postal Officials of Canada; and the Union of Postal Communication Employees of Canada raised over \$35,000, an increase of almost \$16,000 plus the 8 depots raised \$9,000, an increase of \$1,000.
- ECC's Joan Leatham and Charlene Lord (picture below) did an outstanding job... attending all presentations and organizing unique special events such as "crazy tie day".
- Support of the United Way Loaned Representative Program, that lends its employees to United Way for 10 weeks to help us achieve more winning campaigns such as these.



Joan Leatham and Charlene Lord, Canada Post

ECC of the Year

These award winners exemplify the qualities of volunteer leadership -- excellent people skills, enthusiasm, strong organizational abilities and commitment to their community.

- Deborah Abbott,
Municipality of Hamilton-Wentworth
- Erika Caspersen,
YMCA of Hamilton-Burlington
- Dennis Clark, CAW Local 525,
through Burlington Technologies Inc.
- Steve Cowley,
St. Joseph's Hospital
- Cheryl Hannigan,
The Cumis Group Ltd.
- Terry D. Johnson,
HongKong Bank of Canada
- Rosemary Knechtel,
Mohawk College
- Verna Robson,
Royal LePage-Lakeshore
- Howard Seabourne,
Degussa Canada Ltd.

THANK YOU!!

1993 EMPLOYEE AWARD WINNERS

Employees and union members work very hard each year to raise funds for the United Way. We would like to thank all Employee Campaign Chairpeople and their canvassers for a job well done during the 1992 Campaign. We would also like to thank their Corporations, Organizations, and Union Locals for the tremendous support displayed.

PLATINUM

Alternatives for Youth

Ball Packaging Products Canada Inc.
• Head Office

Bank of Nova Scotia
• King & Sherman Branch
• Upper Middle Road & Walkers Line Branch, Burlington

Barclay Construction Hamilton Ltd.

BDO Dunwoody Ward Malette Inc.

Big Brothers of Canada

Burlington Technologies
• Members of C.A.W., Local 525

Canadian Drawn Steel Company Inc.
• Members of U.S.W.A., Local 1031

Canadian Imperial Bank of Commerce
• Centre Mall Branch
• Commerce Place Branch
• Commercial Banking Centre, Burlington
• Mount Forest & Brant Street Branch, Burlington
• Mount Hope Branch
• 162 Plains Road Branch, Burlington
• Queenston & Glassco Branch
• Stonechurch & Upper Paradise Branch
• Walkers Line & Mainway Branch, Burlington

Canadian National Institute for the Blind, Hamilton-Wentworth

Canadian Red Cross Society
• Burlington Branch
• Flamborough Branch
• Hamilton Branch

Catholic Family Services of Hamilton-Wentworth

Catholic Youth Organization
Community Information Service of Hamilton-Wentworth

The CUMIS Group Limited

Dan Gismondi Real Estate Inc.

Durward, Jones, Barkwell & Company

The Effort Trust Company

Elizabeth Fry Society

Environment Canada, Hamilton Weather Office
• Local 00708, Environment Component P.S.A.C.

External Affairs & International Trade, Hamilton Passport Office
• National Component - Local 00221 P.S.A.C.

Fred Hall & Son Ltd.

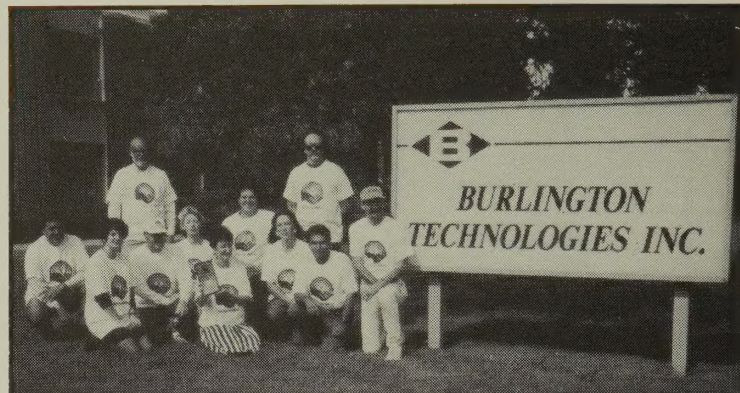
Girl Guides of Canada, Hamilton Area

H. Ross Newman Real Estate Broker

Halton Social Planning Council

Hamilton & District Literacy Council

Hamilton Board of Education
• Highview Public School
• Red Hill School



Burlington Technologies Inc.

Hamilton East Kiwanis Boys' and Girls' Club Inc.

Harris Rebar Inc.
• Members of Iron Workers, Local 734

Hongkong Bank of Canada

J.D. Love Real Estate Services Ltd.

Lewis, Brown, Scarfone & Hawkins, Standard Life Centre

MacGillivray Partners, Hamilton

Management Board Secretariat

National Bank of Canada
• 891 Upper James Street Branch

Neil Roberts Realtor

Nesbitt Thomson

Ontario Auto Collision Ltd.

Pastoral Counselling Centre

Regional Municipality of Hamilton-Wentworth
• Chairman's Office
• Chief Administrator's Office

Re/max Escarpment Realty Inc.

Re/max Grand Realty Ltd.

Royal Bank of Canada
• Burlington Area Office
• Business Banking, Burlington Area
• 163 Centennial Parkway Branch
• East Hamilton Independent Business Centre
• Guelph Line & New Street Branch
• Hamilton Centre Area Office
• Harvester Road Branch
• Locke & Main Branch
• Private Banking Centre
• Upper Hamilton Mountain Area Office
• Upper Wentworth & Kingfisher Branch
• York & Bay Branch

Royal LePage Real Estate Services Ltd., Lakeshore Road

Scouts Canada, Hamilton-Wentworth Region

Social Planning & Research Council of Hamilton & District

Stoney Creek Hydro

Sun Canadian Pipe Line

United Parcel Services, Hamilton/Burlington Centres

United Way of Burlington, Hamilton-Wentworth

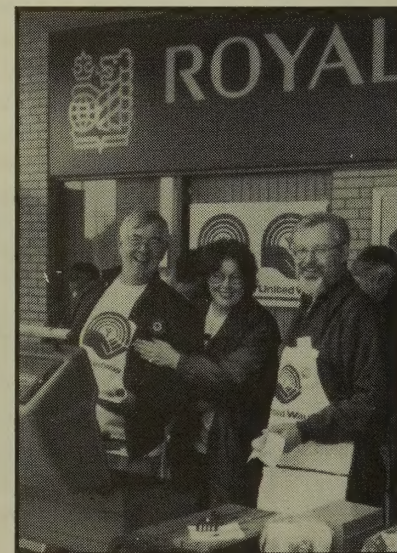
Volunteer Centre of Hamilton & District

Wellington Insurance Company

Westinghouse Canada Inc.
• Construction & Industrial Products
• Corporate Office

White Radio Ltd.

Wood Gundy Limited, Hamilton Office



Royal Bank Barbecue



Canada Centre for Inland Waters

GOLD

A.H. Tallman Bronze Company Ltd.

Ball Packaging Products Inc.
• Members of Local 863, I.A.M.

Bank of Nova Scotia
• Lakeside Shopping Village Branch
• Upper James & Fennell Branch

Bonar Inc., Corporate Office

Canada Centre for Inland Waters
• Department of Fisheries and Oceans
• Environment Canada
• Wastewater Technology Centre

Canada Employment Centre
• Human Resources Development, Burlington

Canada Mortgage & Housing

Canadian Centre for Occupational Health & Safety

Canadian Imperial Bank of Commerce
• Appleby Line & Fairview Branch
• Barton & Millen Road Branch, Stoney Creek
• James & Young Branch
• Mohawk & Upper Ottawa Branch
• Mount Albion & Greenhill Branch
• Ottawa & Campbell Branch
• Queen & York Branch
• Westdale Branch

Columbia International College

CRS Plus Inc.

Degussa Canada/Catalyst
• Office
• Plant

Dundas Community Services

Ernst & Young

Graham Packaging Canada Ltd.

Halton Adolescent Support Services

Halton Red Cross, Homemakers Division



*1993 Corporate Cheque Presentation \$37,800
Royal Bank of Canada*

Hamilton Board of Education
• Hess Street School
• Parkview School
• Ridgemount School

Hamilton Municipal Employees Credit Union
• Concession Street Branch

Hamilton Roman Catholic Separate School Board
• St. David's School

The Hamilton Spectator, Management Employees

Hamilton Y.W.C.A.
• Head Office & MacNab Street Branch
• Ottawa Street Branch

Hamilton-Wentworth Regional Police
• Court Branch

Hanes Canada

Health & Welfare Canada, Income

Hunter Drums Ltd.
Jennings Insurance Limited
The John Howard Society of Hamilton-Wentworth & District

Joseph Brant Memorial Hospital
• Management
• Oncology
• Social Services

Joseph F. Agro Real Estate Ltd.

Laidlaw

Laurel Steel Products Ltd.
• Members of C.A.W., Local 504

Lounsbury Realty Ltd.

Ministry of Agriculture and Food

Montreal Trust
• 21 King Street, West

Moor & Davis Limited

Multiple Sclerosis Society of Canada, Hamilton & District Chapter

Mutual Life Assurance Co.

Peat, Marwick, Thorne

Procter & Gamble Inc.

Provincial Public Health Lab

Regional Municipality of Hamilton-Wentworth
• Economic Development Department
• Information Systems
• Legal Services

Royal Bank of Canada
• Ancaster Branch
• Business Banking Centre
• Centre Mall Branch
• Delta Branch
• Dundas Branch
• Millcroft Branch
• Waterdown Branch
• Westdale Branch

Roynat Business Financing

Scotia McLeod

Stanley Tools

United Parcel Service, Hamilton Airport

Wentworth County School Board
• Adult Education
• Board Office
• Jerseyville Public School
• Parkwood Public School
• Program Services
• Sheffield Public School

Westinghouse Canada, Inc.
• Canadian Services Division
• Information Services Division
• Power Generation Canadian Division
• Members of C.A.W., Local 504

Westinghouse Motor Company Canada Ltd.

Westinghouse Sales & Distribution Co.



Joseph Brant Memorial Hospital

1993 TOP 37 EMPLOYEE ACCOUNTS

Many, many thanks for the outstanding support of the employees, union members and corporations of our top 37 financial supporting organizations - they form the backbone of our annual campaign.

Ball Packaging Products Canada Inc. and Employees at Head office, Burlington and Hamilton plant locations and Members of International Association of Machinists, Local 863, and Can Workers, Local 354

Bank of Montreal and Members of Our People Fund

Bank of Nova Scotia and Employees

Bell Canada and Members of the Employee Fund for Community Services

Burlington Technologies Inc. and Members of Canadian Auto Workers, Local 525

Employees of the Canada Centre for Inland Waters and Members of the Public Service Alliance of Canada, Local 00144, Environmental Component; Professional Institute of Public Service of Canada, Burlington/Hamilton Branch; International Brotherhood of Electrical Workers, Local 2228; Economists, Sociologists and Statistician Association

Canada Post Corporation and Employees; Members of Public Service Alliance of Canada; Canadian Union of Postal Workers; Association of Postal Officials of Canada; Union of Postal Communication Employees of Canada

Canadian Imperial Bank of Commerce and Employees Commcorp Financial Services Inc. and Employees

The CUMIS Group Limited and Employees and Members of Office & Professional Employees International Union, Local 290

Dofasco Inc. and Members of Dofasco Employees' Donations Fund

Federal Government Offices and Members of Public Service Alliance of Canada

Ford Motor Co. of Canada Inc. and Members of Canadian Auto Workers, Local 707

Staff of Halton Public Board of Education

Staff of Halton Roman Catholic School Board

Members of the Hamilton Civic Employees Charity Fund and Members of Canadian Union of Public Employees, Locals 5 & 167

Employees & Medical Staff of Hamilton Civic Hospitals, and Members of Canadian Union of Public Employees, Local 794; Ontario Nurses Association, Local 70; International Union of Operating Engineers, Local 772

Staff of Hamilton Public Board of Education

Staff of Hamilton Roman Catholic School Board

Employees of the Regional Municipality of Hamilton-Wentworth and Members of Canadian Union of Public Employees, Locals 5 & 167; Amalgamated Transit Union, Local 107; Ontario Nurses Association, Locals 50 & 72; International Union of Operating Engineers, Local 772

J.I. Case Co. and Members of J.I. Case Employees' United Charities Fund and Members of United Steelworkers of America, Locals 2868 & 4592

Laidlaw Inc. and Employees

Staff & Faculty of McMaster University

Metropolitan Hamilton Real Estate Board

Staff & Faculty of Mohawk College of Applied Arts and Technology and Members of Ontario Public Service Employees Union

Paul Revere Life Insurance Co. and Employees

Procter & Gamble Inc. and Members of Procter & Gamble Employees' Charity Fund

Provincial Government Offices and Members of Ontario Public Service Employees Union

Royal Bank of Canada and Employees



Hamilton Civic Hospitals

Simcoe Erie Group and Employees

Slater Steel, Hamilton Speciality Bar Division and Members of Hourly & Salaried Employees Funds

The Spectator and Employees and Members of The Spectator Charitable Donations Employee Fund

Stelco Inc. and Members of United Steelworkers of America, Locals 1005, 5328, 3561, 8460

Staff of St. Joseph's Hospital and Members of Canadian Union of Public Employees, Local 786; Ontario Nurses Association, Local 75; Ontario Public Service Employees Union, Local 205; United Plant Guard Workers of America

Union Gas Ltd. and Members of the Employees Charities Fund and Members of Communication Energy & Paperworkers Union

Staff of Wentworth County Board of Education

Westinghouse Canada Inc. and Employees and Members of Canadian Auto Workers, Local 504

Westinghouse Railway (Canada) Ltd. WABCO and the Employees and Members of Canadian Auto Workers, Local 558

Thanks to Dofasco and its employees. They continue to be the single largest supporter of United Way in our community.

HIGHLIGHTS 1993 - 1994

- in January 1993, the Board commits to operate under "policy governance", a commitment which demands it shift from being "hands on" operational to long range and strategic in its work, governing operations through clear explicit policies and accountability reports from staff
- in partnership with the Hamilton Foundation, two open workshops with John Carver are held for the community to provide community agencies with information on "policy governance"
- in November, 1993, the Board adopts full sets of policy which shift its governance style and processes
- the Board begins a process of downsizing from 32 to 22 members over 1993, choosing to do this through attrition
- in 1993, the United Way does not establish a Campaign goal...instead, we commit to speaking about needs, set a "needs" target, and challenge the community to respond to needs for services
- companies and organizations support the Campaign through the sponsorship of twenty-five Loaned Representatives
- \$6.1 million is raised in the 1993 Campaign, about a 7% drop from the previous year
- continued downsizing in major accounts and the social contract are felt through continued shrinkage of Campaign revenue
- outstanding employee and organizational support is recognized through the introduction in 1993 of awards recognizing outstanding Employee Campaign Co-ordinators, Campaigns of Excellence and Campaign of the Year
- a two year test of a model of Donor Choice operates for the first year in several accounts
- long term attempts to develop new accounts receive a boost with a shift in staff resources to ensure a full time staff person working in development on new accounts
- in February, 1994, a major staff restructuring results in a downsizing of the management team and an increase in the number of front line Resource Development Staff (from 4.5 to 6)
- introduction of a new information system capable of supporting the critical campaign analysis which is required to permit quality planning and growth
- a commitment to develop a Day of Caring to coincide with the Kickoff of the 1994 Campaign
- allocations to agencies drop by 9.5% in 1994/95, a drop shared by the United Way itself
- a new Department of Community Services is created, combining Allocations, Gifts in Kind and Leadership Development Services under the leadership of a new Director of Community Services position
- the organization commits to and begins an intensive focusing of resources which will assess and, where necessary, redesign the allocations system to take into account increased calls from donors to meet pressing community needs, ensure agency accountability, and encourage best practice
- Demonstration and Development funding priorities are modified to take into account priorities established through extensive community consultation
- reviews of several agencies are undertaken in co-operation with other funders
- a process to establish funding principles is completed, and the first set of principles (effectiveness) adopted by the Board in principle
- in response to these funding principles, a process to establish minimum management benchmarks for funded agencies is initiated
- requests for support and training by community groups and agencies from Leadership Development Services continues to outstrip the capacity of the programme to provide service, resulting in a continued waiting list for service
- Leadership Development Services collaborated with the Volunteer Centre, the Bach Elgar Choir and the Hamilton Foundation in the planning and delivery of four major community workshops on fund raising supported financially by the Foundation
- a major project funded by the Secretary of State and the Hamilton Foundation is initiated which will guide multicultural anti-racist organizational development within the United Way and community agencies as well as train anti-racist trainers in the Burlington and Hamilton-Wentworth communities
- Labour Community Services continues its long standing commitment to community and labour education through the initiation of the Violence Against Women Project
- the Ministry of Community and Social Services funds a major initiative to provide training to Boards of Directors of Child Care Centres through two contract staff in Leadership Development Services
- the Ministry of Citizenship funds a contract staff position to provide training and support to individuals from the diverse communities who wish to become active on community Boards of Directors
- the Gifts in Kind Programme continues to grow, and participation from companies and organizations requires the securing of larger storage and display space.



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